



**Resource Cities Cooperative Agreement
Cooperative Agreement
LAG-A-00-99-00020-00
ICMA Project No. 4760
&
CityLinks Leader with Associates
Cooperative Agreement
GEW-A-00-03-0002
ICMA Project No. 730.001.01.C2C**

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Table of Contents

Resource Cities Program Overview	3
--	---

Resource Cities Partnership Summaries:

Africa:

Urban Councils Association of Zimbabwe and National Federation of Black Public Administrators	4
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Asia and the Near East:

Amman, Jordan & Des Moines, Iowa	6
Haiphong, Vietnam & Seattle, Washington	9
Hue, Vietnam & Honolulu, Hawaii	11
Bangalore, India & Reno, Nevada	12
Indore, India & Garland, Texas	14
Jabalpur, India & Sacramento County, California	16

Europe and Eurasia:

Bulgaria Resource Cities Program (BRCP): City-to-City Partnership in Economic Development & Environmental Protection	18
BRCP: City-to-City Partnership	22
BRCP: Replication of Landfill Management Best Practices	26
BRCP: Replication of Infrastructure Management Best Practices	30
BRCP: Waste Management Consortium	32
BRCP: Bulgarian & US Cities Consortium for Local Economic Development	35
Naryn, Kyrgyzstan & Great Falls, Montana	39
Tirana, Albania & Catawba County, North Carolina	42

CityLinks Program Overview	46
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Associate Awards:

Medical Waste Management Project in Jordan	48
Solid Waste Management Project in Bamako, Mali	52
Sustainable Community Development for Cities in Thailand & Replication of Best Practices Developed in Rayong	54

Resource Cities Program

Contract No. LAG-A-00-99-00020-00

Project No. 4760: September 1999

I. Introduction

In May 1997, ICMA and USAID created the Resource Cities Program (RCP) to improve the quality of local governments and to strengthen democracy through international municipal partnerships. The RCP builds relationships that enable management practitioners from the United States and city officials from developing and transitional countries to share resources and technical expertise that will improve the lives of the urban residents. In May 2001, USAID awarded ICMA with a modification to the Resource Cities Program that extended the program duration from September 2001 until September 2004 and increased the USAID contribution from \$3,803,149 to \$13,029,374.

II. Major Accomplishments This Period

- In March 2003, the USAID awarded ICMA the City-to-City Partnerships Project to address issues relating to urban development and local governance. The program name has been changed to CityLinks and recognizes the ties that exist between cities both in the US and internationally. The CityLinks Partnership model builds on lessons learned from the Resource Cities Program and offers an expanded menu of models that provide targeted, cost-effective and sustainable support to local governments, NGOs, and international communities.
- The Resource Cities website is now available. Minor adjustments will continue to be made to the content but majority of the material is available.

III. Challenges/Remedial Actions Taken

The Resource Cities Program experienced some delays due to the war in Iraq and the onset of SARs.

IV. Projected Activities

For More Information about the Resource Cities Program contact:

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Partnership: Urban Councils Association of Zimbabwe (UCAZ) – National Federation of Black Public Administrators

Start Date: March 2001

Program Manager: David George, dgeorge@icma.org

Focus Area: Advocacy, Training, and Research Methodologies/Information Dissemination & Financial Sustainability

Funding Source: RUDO/Pretoria

I. Introduction

To a greater extent, local governments in Zimbabwe are required to act as the frontline to address issues of service delivery and economic development with ever-shrinking resources. To tackle these enormous challenges, it is imperative that they operate efficiently and effectively. Increasingly, they are turning to their national association, the Urban Councils Association of Zimbabwe (UCAZ), for training, information sharing and networking, and technical support. UCAZ, whose members include the 24 municipalities of Zimbabwe, serves as an umbrella local government association, representing the interests and needs of elected officials, town clerks, finance officers, public works directors, and other municipal officials.

To meet the increased needs for management training and educational opportunities, UCAZ and the partners have more keenly focused the partnership towards the building of training capacity that would be self-sustaining and effective.

The UCAZ-NFBPA partnership was initiated in March 2001. To date, three exchanges have taken place:

First exchange trip: March 5 – 9, 2001, Harare, Zimbabwe

Second exchange trip: April 6- 20, 2001, Las Vegas, Nevada (NFBPA Annual Conference) and Washington, D.C.

Third exchange trip: May 25-June 1, 2003, Mutare, Zimbabwe

The key objectives of the partnership are:

- *To assist UCAZ establish a “market-driven,” self-sustaining training institute;*
- *To assist UCAZ develop a “tool-kit” for advocacy and lobbying;*
- *To enhance UCAZ’s public policy research capabilities;*
- *To assist UCAZ develop a strategy to diversify and sustain the organization’s revenues.*

Of these, the establishment of a self-sustaining training institute has been UCAZ’s priority and will continue to be for the near future.

II. Major Accomplishments This Quarter

During this period planning for the end of the project along with follow-on ideas are being conducted. Zimbabwe has plunged deeper into economic, financial, and social chaos. However, UCAZ, USAID-Zimbabwe, NFBPA and the ICMA do see the

need for strong local leadership, especially in these difficult times. During this period the partnership:

- Began to draft case study of project accomplishments.
- Discussed potential follow-on projects to ensure the sustainability of the UCAZ's Institute for Local Government Management.
- Begin preparations for completion of project.

III. Challenges/Remedial Actions Taken

ICMA bought two plane tickets for NFBPA's resource persons that went unused because of the unrest in Zimbabwe. The totals are as follows:

Cheryl Orr's--\$1918, plus penalties of \$469.27=\$2,387.27

Tiffany Capers--\$ 1943, plus penalties of \$264.79= \$2207.79

Since we have paid for these tickets ICMA will hold them with the intention of using them in a potential future project in Zimbabwe or other project. The tickets are non-refundable and non-transferable.

IV. Projected Activities in the Next Quarter

- Complete case study of project activities.
- Complete closeout activities for project.

Partnership: Amman, Jordan – Des Moines, Iowa

Start Date: February 2001

Partnership Manager: David George dgeorge@icma.org

Focus Area: Hazardous Waste Management

Funding Source: Jordan

I. Introduction

The Hashemite Kingdom of Jordan, like many of its Middle Eastern neighbors, faces major water shortages. The Government of Jordan has been working with the U.S. Agency for International Development (USAID) for a number of years to address its water resource management issues, which include the protection of its groundwater sources. As part of these efforts, USAID has funded a Resource Cities partnership between the Greater Amman Municipality (GAM), the General Corporation for Environmental Protection (GCEP), and the City of Des Moines, Iowa.

Resource Cities Director Jon Bormet initiated the partnership between GAM/GCEP and the City of Des Moines in February 2001 with a diagnostic visit. Since then, the following exchanges have taken place:

August 25 – September 2, 2001, Amman, Jordan

December 1 – 8, 2001, Des Moines, Iowa and Chicago, Illinois

August 2002, TDY by ICMA program manager Corinne Rothblum

January 20 – February 1, 2003, Des Moines, Iowa

August 3 – August 5, TDY program manager David George

The key objectives of the partnership are:

- I. To assist the GAM and Ministry of the Environment (MOE) to improve the management of hazardous waste practices through:

Training

- In the safe operation of facilities using hazardous materials and in the safe handling and disposal of the resulting hazardous waste (using and adapting U.S. OSHA training materials)
 - In the safe transportation of hazardous materials (using and adapting U.S. Department of Transportation training materials)
 - In the safe handling of medical sharps and lancets (using and adapting U.S. universal precautions found in Blood borne Pathogen training materials)
- II. The implementation of a pilot project in the collection and disposal of household hazardous waste from residents and businesses in the area of Wadi AL-SAIR within the Greater Amman Municipality.
 - Greater public awareness about dangers of toxic, flammable, corrosive, and reactive wastes.

- Reduction in the volume of above-mentioned waste collected in the targeted area.
- Process and model a pilot project to be expanded to other areas of the city of Amman.
- Management and frontline personnel trained in operating, handling and transporting hazardous materials safely.
- Develop an efficient and cost-effective plan for the collection of hazardous wastes from residents and businesses.
- Determine the average quantities on a per capita or per household basis of hazardous waste that can be anticipated in such a collection program.

II. Major Accomplishments This Period

Given the lack of project activities after the exchange of January 2002, ICMA's new program manager traveled to Amman to determine a) whether we should recommend an end to the project, or b) how to move ahead with the full commitment of the participants.

To accomplish the objective of the trip, ICMA worked with its subcontractor RSS to coordinate a series of meeting with all the principles including RSS.

The meetings, which occurred, over a three-day period resulted in the following accomplishments and agreements:

- All project participants recommitted to the project objectives.
- All parties revised the work plan. Activities were revised to occur a month or two later than originally scheduled in the work plan of March 2003, as well as, additional responsibilities added.
- ICMA agreed to increase the amount of the RSS sub-contract by \$1,500 in an effort to ensure that they have sufficient financial coverage to conduct increased oversight of the participants.
- MOE agreed to provide written permission to GAM to permit the use of their hazardous waste disposal facilities.
- GAM agreed to pay for public education materials produced by the NGO, but not the NGO's time.
- ICMA will cover the NGO's costs with regard to their time to conduct project activities. The amount of costs to be covered must be negotiated and agreed to prior to any work commencing.
- ICMA has drafted a letter to the Jordan Environmental Society requesting their participation, and specifically that of Haitham Wahdan, who received training in Des Moines in January.
- Haitham Wahdan agreed that the Recycling coalition will be responsible for the development marketing and survey materials, as well as, disseminating.
- The Deputy Mayor again articulated Amman's commitment to the project and confirmed that GAM will designate the appropriate staff to the project through Dr. Zaki.

III. Challenges/Remedial Actions Taken

Several issues that lead to a lack of progress on the project became clear over three-day period of meetings that were held with all the principles. Remedial action was taken in each instance and the final action plan is a testament to the resolution of these challenges. These issues are noted below:

- GAM does not have a hazardous waste transfer station or disposal facility and will need the waste to be collected and transferred
Remedial Action—MOE agreed to collect the waste from the transfer station and landfill to their hazardous waste approved facility.
- GAM will not cover the time of the NGO to conduct project activities.
Remedial Action--ICMA has agreed to provide financial support for the NGO to conduct the survey and marketing activities. ICMA will not provide any funds for the actual material costs.
- NGO requires authorization and financing to commence survey and marketing activities.
Remedial Action—ICMA agreed to fund the activities of the NGO upon the completion of an agreement. ICMA drafted a letter for USAID-Jordan's requesting the assistance of the NGO, specifically Mr. Wahdan.
- ICMA has still not received a proposed budget from Mr. Wahdan or any response to the USAID letter from the Recycling Coalition regarding their participation in the project. RSS has been attempting to resolve this situation by requesting the budget from Mr. Wahdan. This delay is affecting the NGO selection which is to occur during the month of October 2003.

IV. Projected Activities

The key tasks to be completed during the following period are as follows:

- Negotiate NGO contract for survey and marketing materials.
- Prepare and translate curriculum and training materials
- Prepare training evaluation survey
- Design survey instrument and the sampling for preliminary baseline and final survey
- Conduct surveys
- Design post-survey for participants to evaluate program and adjust for large-scale implementation.
- Designate the NGO and prepare budget and action plan.
- Investigate possible funding assistance for public education.

MWA will provide input and guidance to the Joint Implementation Committee (i.e. members of the January delegation and/or any others designated by GAM and MOE) via e-mail, phone and fax.

Partnership: Haiphong, Vietnam-Seattle, Washington

Start Date: July 2000

Partnership Manager: Melissa Speed mspeed@icma.org

Focus Area: Tourism & Trade, Information Technology,

Urban Planning (Sustainable Tourism) & Public Health

Funding Source: USAEP, USAID, World Bank, Seattle

I. Introduction

The Resource Cities partnership between Haiphong, Vietnam and Seattle, Washington was initially created to improve local government management. The International City/County Management Association (ICMA) agreed to partner with the World Bank, the University of Washington, and the Greater Seattle community to foster greater cooperation between the two cities in the areas of Tourism and Trade, Information Technology, and Public Health and Urban Planning. The World Bank agreed to commit funds to be used by Vietnamese officials to travel abroad and to assist the partner cities in their efforts to alleviate poverty. The partnership objectives in the area of urban planning were later adapted to reflect an interest in sustainable tourism, especially as it relates to the Cat Ba Island. A Memorandum of Understanding was signed on July 9, 2001.

First exchange: Haiphong, Vietnam, November 25 - December 4, 2001

Second exchange: Haiphong, Vietnam, June 23 – July 5, 2002

Third exchange: Haiphong, Vietnam, March 22 – 28, 2003

Fourth exchange: Seattle, Washington, June 15 – 23, 2003

Fifth exchange: Haiphong, Vietnam, September 8 – 12, 2003

The work plan identified the following objectives:

Tourism & Trade:

- Attract hotel investment;
- Advertise the expansion of tourism and trade development in Haiphong.

Information Technology:

- Establish and begin to implement a strategic information technology plan;
- Build and develop content for website.

Revised Urban Planning:

- Create sustainable tourism plan for the Island of Cat Ba.
- Strengthen the capacity of relevant technical departments in the areas of sustainable planning and development.
- Introduce basic concepts of integrated planning systems, community/stakeholder participation, nature-based tourism planning, and environmental impact assessment.

Public Health (To be undertaken by the University of Washington):

- Conduct an assessment of the health care needs and health care system in Haiphong to be implemented through possible coordination between the World Bank and the University of Washington.
- Assist with staff capacity building and provide training for health professionals.

II. Major Accomplishments This Period

Dr. Ringer, Assistant Adjunct Professor for the University of Oregon, has served as professor and consultant in the areas of natural resource management and conservation planning, traveled to Haiphong the week of September 8th. While in Haiphong, Professor Ringer met with staff from the Tourism Administration, PACCOM and DOSTE, and the Director from the Cat Ba National Park (Tourism Division). USAEP/USAID suggested that Dr. Ringer travel to Haiphong to discuss sustainable tourism, especially the Cat Ba Island.

III. Challenges/Remedial Actions Taken

The Resource Cities partnership has experienced many delays. These delays have been caused by Vietnamese national elections that delayed the first exchange, the changing of World Bank personnel, and the death of Betty Jane Narver, who served as partnership coordinator for the City of Seattle. Teresita Batayola replaced Ms. Narver. Ms. Batayola has since left her position with the City of Seattle. Ms. Diane Adachi now serves as coordinator for the City of Seattle.

As a result of these delays, the partnership lost momentum. ICMA in coordination with the partner organizations asked that Henry Sharpe, Senior Planner for the City of Seattle, travel to Haiphong the week of March 23, 2003 to identify appropriate focus areas for the RC partnership.

US-AEP/USAID suggested that ICMA contact Dr. Ringer to travel to Haiphong the week of September 8th to discuss sustainable tourism for the Cat Ba Island. While in Haiphong, it became apparent to Dr. Ringer that two opposing views concerning the philosophy and practice of sustainable tourism exist for the Cat Ba Island. Recently, the Cat Ba Island was awarded World Heritage status and to some this award is seen as a framework for tighter environmental management and a marketing tool for others. In discussions it also became apparent that Haiphong seeks programs that offer improved infrastructure.

Haiphong has expressed interest in a proposed workshop to be held this year or early 2004.

IV. Projected Activities

A workshop was proposed for late 2003 or early 2004. Professor Ringer suggested that the workshop be held on Cat Ba Island to allow speakers to provide input while there. It is hoped that the workshop will reinforce the process and methodology of sustainable tourism and inform those officials who will serve as decision makers.

Partnership: Hue, Vietnam and Honolulu, Hawaii

Start Date: August 2001

Program Manager: Jami Sachs jsachs@icma.org

Funding Source: RUDO/Jakarta & G/ENV/UP

I. Introduction

Through the Regional Urban Development Office for South East Asia and the United States Agency for International Development (USAID), the U.S. Government is helping to forge a long-term partnership between the cities of Hue, Vietnam and Honolulu, Hawaii. The partnership will address environmental protection and disaster mitigation with an emphasis in the following areas: Solid waste management, water/wastewater, and tourism.

First exchange: Hue, Vietnam, January 12 – 19, 2002

Second exchange: Honolulu, Hawaii, June 1 – 8, 2002

Third exchange: Hue, Vietnam, October 5-12, 2002

Fourth exchange: Honolulu, Hawaii, February 7-15, 2003

Fifth exchange (proposed dates): Hue, Vietnam, October 31-November 7, 2003

II. Major Accomplishments This Period

No exchanges took place during this reporting period.

III. Challenges/Remedial Actions Taken

The outbreak of SARS, the war in Iraq and scheduling conflicts have delayed the next exchange from Honolulu to Hue. The exchange was initially scheduled to take place in April, however, it was postponed and November has been proposed for the new dates.

IV. Projected Activities

The focus of the next exchange will include Tourism and Solid Waste/Environmental Management. The proposed delegation will include:

1. Lynette Char, Deputy Director for Enterprise Services
2. Tim Steinberger, Director of Environmental Services
3. Donna Kiyosaki, Deputy Director, Honolulu Board of Water Supply
4. Ken Kawahara, PE, Dept of Environmental Services
5. Ruth Limtiaco, private consultant in marketing, public relations, tourism, and destination development issues.

Partnership: Bangalore, India & Reno, Nevada

Start Date: September 2003

Partnership Manager: Melissa Speed mspeed@icma.org

Focus Areas: Information Systems Technology, Preventative Street/Sidewalk Maintenance, Solid Waste Management

Funding Source: RUDO/India & G/ENV/UP

I. Introduction

The City of Bangalore is located in Southern India in the state of Karnataka and serves as the state capitol and therefore the nexus of economic, social, and political exchange. Bangalore is often described as India's Silicon Valley due to its status as a key center for information and technology in South Asia. Bangalore is administered through six municipal corporations that support the overall administrative structure. Bangalore through the Resource Cities Program will work to strengthen municipal management and improve public service delivery. ICMA identified Reno, Nevada, located in Washoe County, a major distribution center and high tech region, to provide technical assistance in the following areas: strategic planning, city information management system and preventative maintenance of streets and sidewalks. Reno will work directly with the Bangalore Agenda Task Force (BATF), a group comprised of representatives from the six municipal corporations. The BATF was established in 1999 to improve the governance of Bangalore's six municipal corporations.

The Bangalore – Reno partnership was initiated in September 2002.

First exchange: June 16 – 21, 2003, Bangalore, India

Second exchange: September 29 – October 3, 2003, Reno, Nevada

The key objectives of the partnership are:

Strategic Planning

- To agree to a vision statement and develop a city wide strategy so that the city may focus directly on the needs of Bangalore's future growth;

City Information Management System

- Develop a management information system that will identify areas of cooperation to improve the information infrastructure, explore the possibility of using the information model to offer citizen services, and utilize MIS standards and formats.
- Conduct a pilot project to improve the efficiency of the business process by adopting a suitable workflow;
- Identify the suitable delivery mechanism for citizen services.

Preventative Maintenance of Streets and Sidewalks

- Develop a maintenance tracking and street evaluation system to establish a street/sidewalk rating system, incorporate the evaluation into a database reflecting appropriate characteristics of the street, and link with GIS if possible.

II. Major Accomplishments This Period

During the week of September 29 – October 3, the following members of the Bangalore Municipal Corporation traveled to Reno, Nevada: Commissioner Sreenivas Murthy, Chief Engineer Ramegowda, and Health Officer Dr. Lokesh. Meghna Malhotra, Coordinator for ICMA-India and Melissa Speed, Resource Cities Program Manager, joined the delegation.

Solid Waste Management

While in Reno, the delegation toured the Truckee Meadows Water Authority, the sewer plants, the Lockwood Transfer Site and landfill. As a result of their visit, the focus area for the partnership has shifted from strategic planning to solid waste management. The Bangalore landfill is located within the urban core and will soon be at full capacity. Due to the high organic content trash must be collected daily; thus Bangalore is considering privatization. The solid waste component will be discussed in greater detail during the next exchange.

City Information Management System

The delegation met with staff from Twelve Horses. Twelve Horses, designs, runs and manages the website for the City of Reno. Twelve Horses assists with the management of municipal databases, hosting, and the network infrastructure. The City of Reno will assist Bangalore to develop and enhance their information systems.

Preventative Maintenance for Streets and Sidewalks

The Bangalore delegation was interested to learn of the pavement condition index (PCI) and plans to implement a similar system.

III. Challenges/Remedial Actions Taken

Elections are scheduled to take place sometime in early 2004. It is our hope that local elections will not impact the partnership activities.

IV. Projected Activities

The cities proposed the end of January 2004 for the next exchange. They will review the work plan and revise the priority areas if necessary.

Partnership: Indore, Madhya Pradesh, India – Garland, Texas

Start Date: September 2002

Partnership Manager: Corinne Rothblum crothblum@icma.org

Focus Area: Financial Management, Solid Waste Management, and Citizen Participation

Funding Source: RUDO/India

I. Introduction

The municipal corporation of Indore is a secondary city in the state of Madhya Pradesh, with a population of approximately 1.6 million. The city faces major challenges in financial management, improving the effectiveness and efficiency of municipal services (in particular environmental services), and engaging citizens in the local governance process.

Indore is receiving technical assistance through USAID's Financial Institutional Reform and Expansion Project/Phase 2 (USAID/FIRE-2), which is dedicated to mobilizing resources at the local level to ensure that cities meet their infrastructure requirements.

Four objectives frame the activities undertaken in FIRE-2:

1. Commercially viable project development.
2. Sustainable infrastructure finance systems.
3. Implementation of 74th Amendment to the Indian Constitution, which calls for greater decentralization from state to local governments.
4. Capacity building of urban professionals.

USAID and FIRE-2 believed that a Resource Cities partnership could be an excellent way to complement and leverage the technical assistance that FIRE-2 is providing. The city of Garland, Texas was selected as Indore's partner, and two exchange visits have taken place to date. The first exchange to Indore was in early December of last year, and the second, to Garland, took place in February. As a result of these two visits, the partners developed a Memorandum of Understanding and Work Plan that focus on (1) Financial Management and (2) Solid Waste Management. Enhancing citizen participation and communication is a crosscutting of all partnership activities.

II. Major Accomplishments This Period

The exchange planned for July was postponed due to scheduling conflicts on the part of Indore Municipal Commissioner Vyas. It was tentatively rescheduled for September, but was again postponed due to other commitments by key participants and is now slated to take place in early December.

In late July, Meghna Malhotra, Resource Cities Coordinator for ICMA-India, and Chetan Vaidya, Senior Advisor to the FIRE-2 project, traveled to Indore to meet with Commissioner Vyas to review the partnership Work Plan and ensure that despite the delay in scheduling the next trip, project activities are progressing. Indore has made significant progress in all three-focus areas (see brief summary below).

Pilot Project I: Improving services to increase tax revenues

- The City has selected two wards to participate in this project, and has baseline data from 2000 that will be used to evaluate results in increasing payment of user charges through enhanced services and communications.

Develop a more effective citizen communications strategy concerning payment of fees and taxes

- Indore has introduced a cell phone short text messaging service to inform residents about property taxes
- The City has begun broadcasting public service messages on local news channels, and is placing informational posters and billboards on main roads, and slides in local cinemas.
- Publication of a monthly magazine, Nagarik
- The City has introduced a ‘citizen friendly’ collection system that includes computerized cash collection systems.

Use of GIS to improve property tax collection

- Pilot projects have been initiated in two wards, one with funding support from DS&T, the second by the Indore Municipal Corporation (IMC).
- A tender has been issued for completion of a GIS system for city services, property tax assessments and the water supply system

Increase water revenue collection

- A joint team of ten staff from the IMC and Narmada Department has been formed to take the lead on this initiative
- Twelve wards have been targeted for special water tax collection efforts

Pilot Project II: Improve Solid Waste Management Practices

- An IMC team visited the City of Lucknow to learn about its waste-to-energy initiative
- The City has made a provision in its annual budget for enhancements to its solid waste management system, and a tender will be issued soon for design services for a new sanitary landfill.

III. Challenges/Remedial Actions Taken

Local elections are scheduled in Indore in November. It is hoped that any resultant changes in leadership will not impact partnership activities.

IV. Projected Activities

The third partnership visit to Indore is scheduled to take place in early December.

Partnership: Jabalpur, Madhya Pradesh, India -Sacramento County, California

Start Date: September 2002

Partnership Manager: Corinne Rothblum crothblum@icma.org

Focus Areas: Traffic management and solid waste management; secondary focus area is increased citizen participation

Funding Source: RUDO/India

I. Introduction

With a population of approximately 2 million, Jabalpur is the third largest city in the state of Madhya Pradesh. It is plagued by urban problems that are characteristic of cities throughout India: inadequate service levels, poor service coverage, and organizational, operational and financial constraints with regards to providing, operating and maintaining infrastructure systems for basic urban services. Compounding these challenges, Jabalpur's economic base is declining due to the downsizing of the national defense/military establishments and manufacturing facilities that are based there. As a result, the city's resources are shrinking.

Jabalpur is receiving technical assistance through the USAID/Financial Institutional Reform and Expansion Project (Indo-US FIRE-II). This assistance focuses on three areas:

- Resource mobilization;
- Management, handling, processing and disposal of municipal solid waste
- Urban decongestion through the planning of urban transport elements.

To complement and leverage the technical assistance being provided through the Indo-US FIRE-II, in the fall of 2002, USAID/India and ICMA initiated a Resource Cities Partnership between Jabalpur and Sacramento County, California.

II. Major Accomplishments This Period

No exchanges took place this period. Meghna Malhotra, Resource Cities Coordinator for ICMA-India, traveled to Jabalpur to review progress on completion of the action steps agreed to during the June exchange to Sacramento and to provide support to Jabalpur staff in collecting data on traffic and solid waste volumes and management practices for Sacramento. She also assisted them in shooting video footage from the three intersections that Jabalpur has selected for the partnership's pilot project in improving traffic management. This data and video footage enabled Sacramento staff to begin evaluating key issues/problems and develop some preliminary recommendations for their Jabalpur counterparts in how to improve current practices.

III. Challenges/Remedial Actions Taken

N/A

IV. Projected Activities

The third exchange to Jabalpur is scheduled for October 6th - 10th. Participants will include:

1. John O'Farrell, Agency Administrator, Community Development & Neighborhood Assistance Agency
2. Tom Zlotkowskit, Director, Department of Transportation
3. David Pelser, Director, Department of Waste Management & Recycling

The objectives of the visit will be for the team to:

- Verify first-hand its preliminary observations and analysis (based on the data received from Jabalpur) of key traffic management and solid waste management in the pilot areas and determine if Sacramento's preliminary recommendations are suitable.
- Evaluate and discuss potential solutions and determine the most appropriate course of action for each issue being addressed as part of the partnership work plan
- Develop a detailed implementation plan that identifies the necessary human, financial and other resources, confirm the availability of these resources and/or identify where to find them, map out specific action steps and the responsible parties, and provide a timeframe for completion.
- Discuss the objectives and timing of the fourth partnership exchange.

Partnership: Bulgaria Resource Cities Program – City-to-City Partnership in Economic Development & Environmental Protection

Start Date: September 2002

Program Manager: Judit Deilinger, jdeilinger@icma.org

FLGR Program Manager: Ina Raycheva

Focus Area: Economic Development & Environmental Protection

Funding Source: USAID/Sofia & G/ENV/UP

I. Introduction

The Municipality of Karlovo, Bulgaria and Winchester, Virginia form the first City-to-City Partnership established under Phase IV of the Bulgaria Resource Cities Program. The framework of the twinning relationship and their technical cooperation were developed during the first US City delegation visit to their Bulgarian partner in March 2003. The partners signed a Memorandum of Understanding that outlined the parameters of their technical cooperation. Through this partnership the Municipality of Karlovo hopes to diversify and revitalize its economy. As a first step they will develop a vacant park area into an economically viable tourist facility that residents may enjoy. Karlovo also plans to tackle its environmental problems. One of the concerns is that the regional landfill may be contaminating the nearby river. The City of Karlovo has developed a comprehensive plan to cap the landfill, however, they currently lack sufficient funds for implementation. The partnership will work to find an interim solution to stabilize the landfill while Karlovo identifies necessary funds for the final solution. In addition, Karlovo in cooperation with Winchester will introduce a separate collection of recyclable materials as a pilot program to comply with the new requirements and gradually meet the European Union standards.

During the past quarter the partners also initiated a project for the development and marketing of a private industrial park on the territory of “Agrotechnica,” a privatized industrial facility. The new project will be developed under the Program component “LED and Marketing of Bulgarian Municipalities” implemented with a group of 14 select Bulgarian municipalities.

First exchange: Karlovo, Bulgaria, February 28 – March 8, 2003

Second exchange: Winchester, Virginia, May 5 – 10, 2003

Third exchange: Karlovo, Bulgaria, August 16 – 23, 2003

The key objectives of the partnership are:

Economic Development

Project 1: The two cities agreed to create a Development Plan for “Besh Bunar” Park Area, the doorway to the Central Balkans National Park. The project aims at stimulating local economic development through increased tourism, attracting private investment and providing citizens with a recreational and leisure facility.

Environmental Protection

Project 2: Development of an alternative project for the interim stabilization and safety improvement of the existing landfill. The goals of this project are to reduce contamination in the ground water, to find interim remedies to stabilize the landfill and to identify funds for implementation of interim and long-term solutions for its closure.

Project 3: Introducing separate collection of recyclable materials in Karlovo .

The introduction of a pilot program for separate collection of recyclable material includes a public education program.

II. Major Accomplishments This Period

In the reported period a group of Winchester technical experts led by City Manager Edwin Daley, Public Utilities Director Francis Sanders and Timothy Youmans, Planning Director visited the Municipality of Karlovo in the week August 17-22, 2003. During the technical visit Karlovo staff and Winchester technical experts focused their work on landfill stabilization, source separation and the Besh Bunar park area development in line with the priority areas of their technical cooperation. Several site visits and meetings with local groups involved in the implementation of the Besh Bunar Park and source separation projects took place and were of key importance for further advancing project activities. A separate site visit to the privatized industrial complex “Agortekhnika” and a meeting was held with the representatives of the owner. The Municipality confirmed the commitment of both parties to utilize the existing potential of the industrial park for attracting new businesses and investment through a public private partnership.

During the reported period the following action steps have been implemented:

Project 1: Development Plan for “Besh Bunar” Park Area, the doorway to the Central Balkans National Park

- During the technical visit Winchester experts and a Karlovo work group, which included different community representatives, jointly reviewed input received from the public discussions and meetings with local NGOs held in June and July 2003 in Karlovo.
- Major recommendations by the public not to commercialize the park area were taken into consideration for the development of the Concept Plan. However, the focus of tourism attraction and expansion through the creation of different recreational, sports and cultural opportunities remains.
- Several observations of the Besh Bunar Park territory allowed for further development of concept ideas on lots adjacent to the park and on infrastructure improvements.
- At the meeting held with the owner of the winery, the existing conceptual design of the ethnographic complex, which will be built along the creek in the park area, was reviewed. The owner committed to making a private investment of approximately \$500,000.
- The Draft Zoning Plan with the description of each zone has been elaborated by Karlovo park specialists and sent to Winchester for review and recommendations.

- In September 2003 the Municipality of Karlovo received notification from the Ministry of Regional Development and Public Works that the Besh Bunar Park Project will be included for funding in the National Program for Regional Development as of 2004 through PHARE Ecotourism funds. The amount of funding is approximately 1,700,000 EUR, which will be sufficient to improve the infrastructure of the entire park and the access to the park (streets and roads), develop marketing materials, conduct/participate in promotional events of the Besh Bunar including international tourist fairs; and also build a conference center on an adjacent area to the park. The practical implementation of this project will cover all concept ideas and plans that have been developed so far by Karlovo and Winchester teams. Due to this great opportunity to obtain funds for the development of the Besh Bunar Park, the city leadership of Karlovo decided that the elaboration of the Conceptual Design and the Detailed Development Plan would be bid through a public procurement procedure. However, the role of Winchester partners will remain as sources of technical support and advice at each stage of the conceptual design.

Project 2: Development of an Alternative Project for the Interim Stabilization and Safety Improvement of the existing landfill

- In line with the defined action steps outlined in the Action Plan, the teams of experts from Karlovo and Winchester analyzed and reviewed the collected data and information for the safety improvements on the landfill during the technical visit in August 2003;
- Winchester experts reviewed the project for re-depositing the first cell of the landfill, which has been approved for funding by the Ministry of Environment, and they further discussed with their Karlovo counterparts options for the second and third cells stabilization.
- Preliminary alternatives for the stabilization and safety improvements on the landfill have been discussed and implementation of several activities for the next quarter outlined: constructing wells for monitoring possible river contamination; analyzing results of the monitoring; and determining alternative interim solution.
- During the technical visit, Winchester Public Utilities Director, Francis Sanders, conducted a training of Karlovo Municipal experts on cost-effective analysis and methodology based on practical examples. The methodology will be applied to the development of the Final Implementation Plan once the interim solution is being selected.

Project 3: Introducing Separate Collection of Recyclable Materials in Karlovo

- The Municipality of Karlovo identified and selected a pilot area for introducing source separation in the city and conducted meetings with the school board of the Vasil Levski secondary school, local NGOs and student organizations that will be involved in this program. All organizations declared their support and interest for the implementation of the pilot program for separate collection of recyclable materials.
- During the technical visit in August, Mr. Sanders, together with his counterparts from the Municipality of Karlovo, met with the representatives of the school board, NGOs, youth organizations, and mass media, and presented US best practices in recycling.

Valuable ideas and practical approaches for the introduction of the separate collection of recyclables were shared and future activities outlined.

- The representatives of the community organizations and mass media expressed once again their commitment and support for the pilot program and Karlovo youth organization “Moris” enthusiastically embraced its implementation.
- Winchester collected additional teaching materials, samples of announcements for recycling, brochures for citizens and special signs for containers and provided them to Karlovo in September. The materials will be adapted and used for educational purposes and pilot program implementation.
- The proposal of the Municipality of Karlovo to the Ministry of Environment to obtain funds for equipment and containers for separate waste collection was approved and these items will be purchased at the beginning of next quarter.

III. Challenges/Remedial Actions Taken

The majority of the action steps outlined for this quarter for the three major projects in the Action Plan have been completed. Due to the local government elections period in Bulgaria (late October and early November), a general slow down could be observed which could lead to a delay in implementation of projected activities. However, at this point we do not anticipate the election period causing a significant effect on the overall projects development and implementation.

IV. Projected Activities

In the next quarter a technical visit of an expert group from Karlovo is tentatively scheduled for the month of November 2003. It is also proposed that the Winchester Industrial Park Specialist visit the Municipality of Karlovo in early November 2003 to outline further action steps for the development of the private industrial park and its marketing strategy.

Partnership: BRCP – City-to-City Partnership

Start Date: September 2002

Program Manager: Judit Deilinger, jdeilinger@icma.org

FLGR Partnership Manager: Antoaneta Mateeva

Focus Area: Economic Development

Funding Source: USAID/Sofia & G/ENV/UP

I. Introduction

The Municipality of Pleven, Bulgaria has been selected for one of the two new City-to-City partnerships established under Phase IV of the Bulgaria Resource Cities Program (BRCP). In accordance with the goals of overall program implementation and the initial diagnostics completed by the ICMA/FLGR team local economic development was defined as the focus of the partnership. To assist Pleven in this technical area ICMA selected the City of Charlottesville, VA, which confirmed its commitment to the program. The partners signed a Memorandum of Understanding, which outlined the framework of their technical cooperation. The Municipality of Pleven and Charlottesville are also involved and collaborate in another component of Phase IV– the Economic Development and Marketing Program for Bulgarian Municipalities.

First exchange: Pleven, Bulgaria, June 1 – 7, 2003

Second exchange: Charlottesville, Virginia, August 4-9, 2003

The key objectives of the partnership are:

Primary Area: Economic Development and Tourism

Economic Development

- Develop financial feasibility plan for the Business and Information Center including a library, hotel, business incubator and a convention center. Identify sources of possible funding for the Business Incubator Center, Convention Center and Hotel as part of the Business and Information Center; decide on the most appropriate allocation of these funds and the maximization of the return on investments.
- Develop a strategic model for attracting foreign investment to Pleven.

Tourism

- Development of a Tourism Marketing Plan, as part of the long-term project: “Tourism Development Strategy for the Municipality of Pleven,” to be implemented in stages beyond the framework of Phase IV of the Bulgaria Resource Cities Program.

Secondary Areas of Cooperation: Public Infrastructure Management and Training Opportunities

Public Infrastructure Management, with regard to:

- Extension of gas supply services
- Street maintenance and repair

- Renovation of historical and cultural buildings
- Training Opportunities Provided to Pleven Municipal Leadership
- Opportunity to participate in the Senior Executive Institute two-week training program offered by the University of Virginia and the City of Charlottesville.

II. Major Accomplishments This Period

An official delegation from the Municipality of Pleven, led by Mayor Zelenogorski and the Chair of the City Council Mr. Spartanski visited Charlottesville during the week August 4-9, 2003. The other members of the delegation were Economic Development Director, Maria Kavulska, and Chief of the Mayor's Office, Desislava Ivanova, both of whom participate in the Local Economic Development team.

- During the visit the Bulgarian city officials and experts were introduced to the framework of the local self-government in the US, the structure and organization of the City of Charlottesville, and its main activities in municipal budget and finance, tourism, infrastructure management, housing and other areas. The Pleven delegation gained knowledge of the economic development initiatives in Charlottesville, the structure and operations of the economic development office and the Thomas Jefferson Economic Development Partnership. They also had the opportunity to learn about investment projects and to discuss in detail the role of local governments in the field of economic development. The delegation paid several site visits to local businesses, city redevelopment projects, and historic tourism locations and met with representatives from several local NGOs.
- Several meetings conducted with the Mayor, Vice Mayor and City Councilors of Charlottesville contributed to better understanding of the nature of the newly established technical relationship between the two cities and assured City Council support for the Program.
- As a result of the meetings, site visits and discussions conducted during the visit, the partners developed and signed a detailed Action Plan that outlines the joint work and implementation for the following three technical projects in the area of economic development:

A. Financial Feasibility Plan for Business and Information Center

As a primary objective in the field of economic development, the partners decided to create a Financial Feasibility Plan for the Business and Information Center in Pleven, which will include a library, hotel, business incubator and a conference center. The project will be implemented in four phases and provides for the development or completion of the following products: concept plan for the project; phasing plan, financial feasibility analysis, and refined marketing profile of Pleven.

B. Development of a Strategic Model for Attracting Foreign Investment to Pleven

In the process of project development the partners will review the community assets, identify the economic sectors in which Pleven seeks to attract investment, identify strategic partners and potential resources. Based on this assessment Pleven will develop marketing materials and presentations, and will initiate contacts with investors and other potential sources of funding. The partners will

develop and introduce a tracking system for contacts in order to maintain an organized system for regular follow-up on contacts.

C. Development of a Tourism Development Strategy for the Municipality of Pleven and a Tourism Marketing Plan

The project aims to develop a Tourism Strategy and Marketing Plan for Pleven, including the development of tourism materials and the creation of a central organization for tourism promotion in the region. The long-term objectives of the tourism strategy and the marketing plan are to increase the occupancy rate in area hotels and attendance at local attractions.

- The partners started reviewing Pleven's existing documents required for the three technical projects of the Action Plan.
- The two experts that have been trained under the Economic Development and Marketing Program for Bulgarian Municipalities became local coordinators for the development of the specific economic development projects identified in the MOU and the Action Plan. This is an excellent example of synergy between projects and resources under the program

III. Challenges/Remedial Actions Taken

As a result of an ICMA travel ban implemented in spring 2003 due to the international political climate, the first official visit of the partnership was postponed, thus causing a delay in the start-up of the technical projects to late summer-fall 2003, a time when the Bulgarian city will be involved with the local government elections. Though this delay has the potential to unfavorably impact the effectiveness of the technical cooperation, the demonstrated strong commitment of both partner cities will ensure final project development and implementation within the time frame of Phase IV.

IV. Projected Activities

The activities planned for the next quarter:

Project A

- Complete the review of existing documents of the Municipality of Pleven
- Conduct a training on feasibility analysis
- Develop the phasing plan

Project B

- Complete the review of the community self-assessment conducted under the Economic Development and Marketing Program for Bulgarian Municipalities
- Complete the survey and assessment of the existing businesses within the municipality (modeled on the Charlottesville samples). The survey has been already started by the Pleven ED team with the support of a Peace Corps volunteer working for the municipality as a business consultant.
- Identify the economic sectors in which Pleven seeks to attract investment

Project C

- Create a destination profile and database of sites using Charlottesville samples
- Identify potential target markets and their characteristics
- Identify markets for the proposed conference center by using the sample feasibility studies of Charlottesville.

A technical visit consisting of three Charlottesville representatives to Pleven is scheduled for December 2003.

Partnership: BRCP – Replication of Landfill Management Best Practices

Blagoevgrad, Bulgaria & Auburn, Alabama

Replicant Municipalities: Kjustendil and Radomir, Bulgaria

Start Date: September 2002

Program Manager: Judit Deilinger, jdeilinger@icma.org

FLGR Partnership Manager: Ina Raycheva

Focus Area: Replication of Best Practices in Landfill Redevelopment

Waste Water Treatment Plant Sediments Management

Funding Source: USAID/Sofia & G/ENV/UP

I. Introduction

The partnership between the Municipality of Blagoevgrad, Bulgaria and the City of Auburn, Alabama first started in 1998 and is one of the most successful partnerships under the Bulgarian Resource Cities Program (BRCP). Though the partnership completed a wide range of valuable projects one of the most notable achievements occurred in the area of Solid Waste Management. At the time of the inception of the partnership, the landfill in the Municipality of Blagoevgrad was in poor condition, with poor maintenance, safety, and operation problems. With the assistance of the City of Auburn, the Municipality of Blagoevgrad was able to reduce the negative environmental impact of the landfill and to extend its lifetime by 10-15 years.

The Blagoevgrad landfill management improvement program clearly addressed an issue that is a priority for many other Bulgarian municipalities, and therefore, Phase IV of the BRCP seeks to capitalize on these best practices by replicating them in other Bulgarian municipalities. The Blagoevgrad-Auburn partnership is replicating its best practices in solid waste management in the Municipalities of Radomir and Kjustendil, and has developed Action Plans with each of these municipalities with projects to improve landfill operations. Through the improvement of landfill operations, the two replica municipalities aim to extend the life of the existing landfill, to improve air quality through the elimination of landfill fires, and to comply with environmental regulations for the existing landfills. The improvement of waste management is a major task that Bulgarian municipalities will have to address in the upcoming years as they prepare for accession to the European Union. In addition, the Replication Partnership in the Municipality of Radomir also seeks to improve waste collection practices through the introduction of a source separation pilot program. The original partnership between the Municipality of Blagoevgrad and the City of Auburn, Alabama is further expanding its joint work in the area of environmental management with a project in Waste Water Treatment plant sediments management.

A diagnostic visit for the partnership between Blagoevgrad, Radomir, Kjustendil, Bulgaria and Auburn, Alabama was conducted in the fall of 2002. Since then, the following exchanges have taken place:

First exchange: Blagoevgrad, Bulgaria, February 2-7, 2003

Second exchange: Auburn, Alabama May 3-13, 2003

Third exchange: Blagoevgrad, Bulgaria, August 10-15, 2003

II. Major Accomplishments This Period

During the reported period the partner municipalities continued to implement activities in accordance with their respective Action Plans. A group of technical experts from the City of Auburn, Alabama consisting of Environmental Services Director Al Davis, Director of Engineering Services Jeff Ramsey and Water and Sewer Department Director Rex Griffin visited the Municipalities of Blagoevgrad, Radomir and Kiustendil during the week August 10-15, 2003. During the technical visit the partners continued their work on the Waste Water Treatment Plant Sediments Management project in Blagoevgrad and followed up on the landfill replication and waste management projects implemented in Radomir and Kiustendil.

Replication Activities

During the reported quarter both replicate cities further implemented activities outlined in their respective Action Plans.

A. Replication Project in Kiustendil

The Action Plan for cooperation with the Municipality of Kiustendil is focused on improvement of landfill operations and reconstructions, with the final goal to extend the life of the landfill. The accomplishments during this quarter can be summarized as follows:

- In August 2003 Auburn specialists together with their counterparts from Blagoevgrad and Kiustendil made a site visit to the landfill in Kiustendil. The observation showed noticeable improvements of the landfill status.
- Fires and smokes were eliminated.
- The practice of covering the landfill with dirt has been regularly implemented
- Partial fencing of 500 meters of the northeast side of the landfill is completed; (Kiustendil used PSF funds for the purchase of materials and installation of the fence).
- Initiated reinforcement of the foot of the existing slope
- With the technical assistance of their Blagoevgrad colleagues, Kiustendil experts elaborated a disposal plan of the landfill, which significantly improved the operations, especially with regard to installing a cover and the work face of the landfill.
- Auburn, Kiusutendil and Blagoevgrad partners reviewed the implementation of their Action Plan (AP) and outlined future activities necessary for ensuring further landfill improvements.
- They also updated the timeline of some activities in the AP and more specifically agreed that the acquisition of the additional private parcels adjacent to the landfill could be realistically accomplished by November 2004.
- To improve the efficiency of the waste collection system, the Municipality of Kiustendil acquired 2000 new garbage bins and 150 containers, part of which will be used for the separate collection of ashes and solid waste. Kiustendil is implementing one of the long term objectives aimed at creating recycling opportunities.

B. Replication Project in Radomir

The Action Plan with Radomir aims to further improve landfill operations and waste collection and to introduce a source separation pilot program in the city. The accomplishments for this quarter are as follows:

In August 2003 Auburn specialists together with their counterparts from Blagoevgrad traveled to Radomir and met with municipal staff and “Euroquest industries,” the company operating the landfill. A site visit to the landfill and discussions with Radomir team allowed them to review progress on project implementation to date and to receive valuable recommendations for future steps. Auburn experts acknowledged that significant progress was made in landfill management.

- The adjustment of the slope has been advanced and is on-going;
- Following the recommendations of Auburn experts, a thicker layer of dirt (cover) is being put on the landfill;
- The separation of solid waste at the landfill continues at three separate sites created for plastic, iron products and glass. The separated waste is transported and sold to recycling/processing companies in Bulgaria and abroad;
- The construction of the facility for cutting and packing of plastic waste, which will utilize recycled material, is progressing.
- For the introduction of partial separate waste collection (ashes and solid waste) 78 new containers have been bought and installed; for this purchase the municipality used PSF program funds, allocated in support of their activities;
- An educational program on recycling for young school children has been developed and will be implemented in the School “Archimandrit Zinovii.”

Overall projects implementation in Radomir is successfully advancing.

C. Blagoevgrad-Auburn Waste Water Treatment Plant (WWTP) & Sediments Management Project

The Blagoevgrad project implementation work group, including representatives of the two Blagoevgrad Universities, local environmental NGOs, the Regional Directorate for Environmental and Water Protection and city administration, continued its activities during the reported period as follows:

- In July 2003 the work group reviewed the proposals for the marketing study on possible use of the WWTP sediments in agriculture and forestry submitted by several applicants.
- The work group approved the winning proposal and recommended to contract Environmental NGO “Ekoiugozapad” to conduct the marketing study;
- The work group also reviewed three bids for the elaboration of the sediments exploitation (disposal) plan and recommended the work to be assigned to “Farma – 91 Co”.
- The protocol of the decisions and recommendations of the work group was made available to FLGR, as a funding organization, which will be allocating PSF program funds;
- During the technical visit of Auburn experts to Bulgaria in August, site visits were made to the regional landfill site, the transfer station site, the WWTP site and the construction site of the Sewage Collector in the Municipality of Blagoevgrad;

- Auburn experts assessed all sites and provided valuable recommendations, specifically on the infrastructure related to electricity supply and water and sewer systems.
- Auburn experts participated in the meeting of the Blagoevgrad Work Group where all WWTP project activities were discussed in detail and future steps agreed upon. Partners envisioned most of the action steps under the project to be completed by January 2004.

II. Challenges/Remedial Actions Taken

During the past quarter no new specific challenges can be reported.

The challenges related to the acquisition of the private lots adjacent to the landfill in the Municipality of Kiustendil, which have been described in the previous quarterly report, remain. In this relation during the technical visit in August 2003 Auburn, Kiustendil and Blagoevgrad partners updated the timeline of this activity in their Action Plan as appropriate and re-scheduled it for the year 2004. The previously reported delays were overcome and activities implemented and advanced during this quarter.

III. Projected Activities

The activities planned for the next quarter follow:

- Kiustendil will continue landfill operations according to the developed disposal plan;
- Radomir will continue improvements on the landfill and initiate the source separation pilot program with the participation of school students and citizens;
- The development of the sediments drawing plan and the marketing study on the possible use of sediments in the Municipality of Blagoevgrad will be completed;
- The Auburn next technical visit is tentatively scheduled for January 2004.

Partnership: BRCP – Replication of Infrastructure Management Best Practices

Veliko Turnovo, Bulgaria – Golden, Colorado

Start Date: September 2002

Program Manager: Judit Deilinger, jdeilinger@icma.org

FLGR Partnership Manager: Antoaneta Mateeva

Focus Area: Replication of Best Practices in Infrastructure Management

Funding Source: USAID/Sofia & G/ENV/UP

I. Introduction

The partnership between Veliko Turnovo, Bulgaria and Golden, Colorado was initiated in November 2000 during Phase III of the Bulgaria Resource Cities Program (BRCP). At the time of its inception, the City of Veliko Turnovo was suffering the effects of the nationwide economic downturn. Though the city possessed municipal property available for private development, it was challenged to redevelop these areas. Another significant challenge for the municipality was the development and maintenance of urban infrastructure. In its Phase III partnership with Golden, Colorado, the two municipalities worked to develop a Strategic Plan for the allocation of municipal property and created an Asset and Financial Management Plan of Public Infrastructure. These projects increased the capacity of Veliko Turnovo to prepare for and manage long-term infrastructure needs.

As a result of their successful efforts and the great potential for replication of the Infrastructure Management Project, the partnership between Veliko Turnovo and Golden has been selected to participate in Phase IV of the BRCP, for a replication project in the six districts of the Municipality of Plovdiv, Bulgaria. In addition, the Veliko Turnovo – Golden Partnership has decided to continue to build on the successes of its earlier technical cooperation and to develop a new project for the creation of a Storm Water and Ground Water Management Plan. The teams from Veliko Turnovo, Plovdiv and Golden developed and signed two action plans, which outline the implementation for both the replication project and the storm and ground water management project.

The first official exchange between the Veliko Turnovo, Plovdiv and Golden Partnership occurred in January 2003 with a visit by the City of Golden's Director of Public Works, Dan Hartman, to Plovdiv and Veliko Turnovo Bulgaria. Since then, the following exchange has taken place:

First exchange: Golden, Colorado, June 7-14, 2003

II. Major Accomplishments This Period

There were no technical exchanges during the reported period. During the reported period the following tasks were accomplished:

Replication Project

Plovdiv continued working on the replication of the Veliko Turnovo-Golden Financial Management Plan for the Public Infrastructure in the areas of streets and sidewalks.

- In consultation with the City of Golden, the Municipality of Plovdiv completed refining the excel inventory spreadsheet, which provides precise cost information about the different types of repairs
- With the assistance of Veliko Turnovo, the Municipality of Plovdiv worked to link the excel inventory sheet with the digital map of the town of Plovdiv in order to visualize current pavement conditions - by using the Golden models and Auto Cad software.

Storm Water and Ground Water Management Plan for Veliko Turnovo

During the reported period Veliko Turnovo and Golden made important progress in the implementation of the project for development of a *Storm Water and Ground Water Management Plan for Veliko Turnovo* that aims to protect the infrastructure from surface and subsurface water sources. The partners:

- Specified the maximum allowable ground water level for infrastructures in Veliko Turnovo that are to be protected.
- Continued to develop a design of the floodwater volumes for the selected drainage basins. The Veliko Turnovo team conducted an inventory, which they used to start mapping potential networks and facilities (both municipal and state owned), as well as natural basins, which would receive floodwater.

III. Challenges/Remedial Actions Taken

N/A

IV. Projected Activities

Replication Project

- Finalize linking the Excel inventory sheet with the digital map of the town of Plovdiv in order to visualize current pavement conditions - by using the Golden models and Auto Cad software.
- Review the inventory of infrastructure conditions and develop a management plan.

Storm Water & Ground Water Management Plan for Veliko Turnovo

- Finalize the design of the floodwater volumes for the selected drainage basins in Veliko Turnovo by using the Golden models that assess the floodwater volume.
- Develop the preliminary flood routing proposals for the selected basins. The partners had anticipated the completion of the above tasks in September 2003 during the proposed technical visit of the Golden expert to Veliko Turnovo. Due to the fact that the technical visit was re-scheduled for October 2003, the partners postponed the completion of these tasks for next quarter.

The next technical expert's exchange, a visit of one Golden expert to Bulgaria is scheduled for October 12-18, 2003. Local technical experts' exchanges will take place in October 2003 as well. Five or six Plovdiv experts will visit Veliko Turnovo prior to the visit of the US expert to Bulgaria, to improve their preparation for joint work during the visit.

Partnership: BRCP – Waste Management Consortium

Elhovo, Tundja, Bolyarovo, Bulgaria – US resource group: Sarah Phillips, Willard Bruce

Start Date: September 2002

Program Manager: Judit Deilinger, jdeilinger@icma.org

FLGR Partnership Manager: Antoaneta Mateeva

Focus Area: Environmental Protection

Funding Source: USAID/Sofia & G/ENV/UP

I. Introduction

One of the major components of Phase IV of the Bulgaria Resource Cities Program (BRCP) is the creation of a group partnership between three Bulgarian municipalities and a US resource team to address regional environmental issues. The municipalities of Elhovo, Bolyarovo and Tundja vary in size, however they are all relatively small municipalities with rural communities that face specific challenges in the area of solid waste management. The majority of the solid waste generated in Elhovo, Tundja and Bolyarovo consists of material that could be easily composted. All three municipalities face problems with illegal dumping and seek remedies for this situation, whether it is by providing collection services to the rural villages or constructing a transfer station.

An Action Plan for technical cooperation was signed with the US resource team in February 2003. The US resource team consists of two city officials with extensive experience in solid waste management - Sarah Phillips, City Manager of the Village of Johnstown, Ohio and Willard Bruce, Commissioner, Department of General Services, City of Albany, New York. In line with the Action Plan the Bulgarian and American counterparts will implement a pilot-composting program to include training and application of Cost-Benefit Methodologies for an assessment of significant environmental projects (Regional Solid Waste Landfill and a Transfer Station).

First exchange: Elhovo, Tundja, Bolyarovo, Bulgaria, February 14 – 23, 2003

Second exchange: Elhovo, Tundja, Bolyarovo, Bulgaria, August 25-30, 2003

The key objectives of the group partnership are:

Source Separation of Organic Waste and Solid Waste

- Reduce the amount of waste being disposed of through the separation of organic waste from solid waste, and to utilize organic waste through the implementation of a composting program in each municipality.

Cost-Benefit Methodologies and Instruction

- Introduce cost-benefit analysis methodology for evaluating waste management projects.

II. Major Accomplishments This Period

There was one technical exchange to Bulgaria in the reported period from August 25-30, 2003. During this exchange, the US resource team was able to observe the progress in

project development to date. The US experts made recommendations for further project implementation based on the findings.

Source Separation of Organic Waste and Solid Waste

- a. During the reported period the three Bulgarian municipalities completed the placement of solid waste containers in the composting sites in the pilot program villages. The containers were purchased with partnership support funds (PSF).
- b. The composting sites have been cleared and prepared for composting. Four of the villages have begun the composting process, others are still in the initial stages, but all of them have made significant progress.
- c. There is an ongoing effort to teach the separation of waste. The Bulgarian municipalities distributed a flyer to villagers related to the benefits of composting. Mayors of mayoralities are taking their time to explain to villagers the composting process and that illegal dumping will not be tolerated. However, US expert Sarah Phillips recommended focusing on more educational work in the future to help local citizens fully understand the need of source separation.
- d. The municipalities started looking for opportunities for utilization of the finished compost within the villages. The leaderships thought of valuable solutions in addition to the usual usage in the villagers' gardens. These options perform good examples of public-private partnerships, contribute to preparation for the establishment of finished compost market in the future, and are of great importance for further composting program implementation within the three partner municipalities and in other Bulgarian communities as well.

Cost-Benefit Methodologies and Instruction

During the technical visit the US resource team provided specific information and instruction to the Bulgarian counterparts on applying Cost-Benefit Methodologies. In an effort to assist municipal experts in understanding these methodologies, the US experts conducted a half-day seminar on the principles and scope of implementation of this methodology for 20 Bulgarian experts from the municipalities that participate in the BRCP. The training was beneficial for the broader audience and led to a valuable discussion on the importance of the cost-benefit methodology and on options for implementation of the methodology among participants.

III. Challenges/Remedial Actions Taken

Source Separation of Organic Waste and Solid Waste

The major challenge for the partners will be that after source separation, it will be difficult for the municipalities to dispose of the remaining solid waste, even though it comprises only 20% of the total waste. Solid waste collection services are currently provided to a very limited number of villages in the three Bulgarian municipalities because of the relatively low volume of waste and distance to the nearest landfill. The US resource team has already proposed several ideas related to containers and disposal methods. In the process of project implementation they will need to work with the Bulgarian counterparts to find the best solution to dispose of solid waste after source separation.

Cost-Benefit Methodologies and Instruction

The challenge for this project will be to convince the Municipality of Elhovo that the idea of a new regional landfill may not be the appropriate action for the municipality. The application of the cost-benefit methodology for the regional landfill project in the Village of Dobrich as well as for a transfer station will assist the leadership of the municipality to understand the costs associated with the creation of a landfill and the benefits to operating a transfer station versus the regional landfill.

IV. Projected Activities

Source Separation of Organic Waste and Solid Waste

- Maintain compost piles in the sites at each pilot village.
- Continue efforts in teaching separation of waste, including publishing and distributing a second brochure to citizens. This second brochure should provide information on each composting site and directions to its location.

Cost-Benefit Methodologies and Instruction

- Continue technical support by e-mail to the Municipality of Elhovo in completing cost-benefit analysis for the regional landfill project and for a transfer station.

There is no technical exchange scheduled for the next quarter.

Partnership: BRCP – Bulgarian & US Cities Consortium for Local Economic Development

Start Date: September 2002

Program Manager: Judit Deilinger, jdeilinger@icma.org

FLGR Program Manager: Ina Raycheva,

FLGR LED Project Manager: Nevena Kaneva

Focus Area: Local Economic Development & Marketing

Funding Source: USAID/Sofia & G/ENV/UP

I. Introduction

Local Economic Development (LED) and Marketing has been one of the target areas for almost all Bulgarian partnerships established through the Bulgaria Technical Twinning/Resource Cities Program (BRCP) since 1997. This is a strong indication of Bulgarian local governments' priorities today. The current phase of BRCP, in response to local government priorities, has devoted significant efforts and resources to enhance and further strengthen the local economic capacities of Bulgarian municipalities. The new activities build upon the work and achievements of fourteen Bulgarian municipalities that have taken the initiative to develop municipal profiles, marketing brochures or strategic plans with the assistance of the US partners. This group partnership (of 14 Bulgarian cities) is partnered with a Resource Group of seven US cities to develop a consortium for local economic development and marketing in Bulgaria. The participating Bulgarian municipalities are: Razgrad, Triavna, Silistra, Panagjurishte, Haskovo, Dobrich, Gabrovo, Pazardjik, Blagoevgrad, Sliven, Stara Zagora, Montana, Karlovo and Pleven. The US Resource Group includes Auburn, AL, Kettering, OH, West Carrollton, OH, West Bend, WI, Abington, PA, Golden, CO, and Ontario, CA.

The goals of the LED and Marketing program are:

- Enhance and build on the existing Economic Development (ED) and marketing practices of 14 Bulgarian municipalities;
- Market Bulgarian municipalities and prepare the cities to meet the needs of the national and international business communities;
- Increase the LED capacities of the Bulgarian municipalities by applying a professional approach to business retention and recruitment and leading active economic development programs.

II. Major Accomplishments during this period

In July 2003 the Economic/Business Development professionals from the 14 participating BG municipalities further developed and/or refined the Action Plans for implementing specific ED projects in their communities. The list of projects with the respective Action Plans was distributed to the US resource group for review and further development. The implementation of the Action Plans will result in the completion of 14 projects specifically related to the LED needs of the participating Bulgarian municipalities. During the reported period Bulgarian municipalities worked on refining their community profiles, which were also made available to the US resource group.

FLGR Program Team continued to provide consultations and advice to Bulgarian Municipalities in the process of the Action Plan and Community Profiles revision. ICMA Program Team worked with the US Resource Group to develop a solid understanding of the assistance needs of the Bulgarian partners, their specific projects and goals.

Activities under the LED Project were initiated in Karlovo, Triavna, Blagoevgrad, Sliven, Dobrich and Pleven. During their technical visits to Bulgaria, Auburn and Winchester counterparts were able to discuss the respective Action Plans with Blagoevgrad, Sliven, Dobrich and Karlovo, providing technical assistance and advice in view of the practical implementation of the projects. Golden, CO and Triavna have been exchanging technical documentation for the municipal/private property reuse project via e-mail and Pleven and Charlottesville, VA elaborated the action steps of their three major project in the area of ED during the return visit to the US City in August, 2003;

An important accomplishment during this quarter was the development of the technical specifications and assignment for the creation of the collaborative Marketing Web Site of 14 BG municipalities with the help of FLGR Program and IT staff. FLGR Management reviewed the technical specifications and the site and they will be bid for implementation through a public procurement procedure.

In July and September 2003 a core group of Bulgarian LED professionals marketed the 14 Bulgarian municipalities in two US Trade and Investment Missions to Bulgaria. Exhibition booths with Marketing Materials and Power Point presentations of the BG Municipalities and their companies were set up for the US companies, and meetings were held with the representatives of the US businesses. Montana, Haskovo, Dobrich, Pleven, Silistra, Pazardjik and Gabrovo ED professionals prepared profiles of their local companies and brought their representatives to the business forum. Valuable contacts and business linkages were established between Bulgarian and US businesses and Municipal ED professionals. These are the first successes of the LED group, proving their ability to implement business development initiatives and work towards leading active ED programs for the benefit of their communities.

The participation of the Bulgarian Municipalities in the US trade mission events were highly assessed by the Ambassador of the US to Bulgaria, US Department of Commerce, US Department of Agriculture and USAID.

In early September ICMA conducted a round-table meeting for the US Resource Group. The roundtable served as a great opportunity to provide a succinct update about the program achievements, which included a summary of the two one-week training courses in the critical aspects of local economic development conducted by the expert team of Auburn, AL in March and June for all the 14 Bulgarian municipalities. The second focal point was an analysis of the specific projects that were identified for implementation within the upcoming eight months by the municipal experts, FLGR and the Auburn team. These projects represent a variety of LED initiatives from the development of LED strategies to the establishment of business incubators for SMEs and high tech businesses as well as industrial parks for larger investments. All municipalities defined job targets through the implementation of these projects. The US Resource Group reviewed

additional needs for follow on training, as well as identified the action steps for the certification program and worked out its suggested process. The group also focused on defining a sustainability strategy for the LED initiative. The establishment of an Association of Local Economic Development Experts in Bulgaria was deemed critical in addition to seeking opportunities for synergy and strengthening existing relationships with the national level institutions in Bulgaria that have an interest in the promotion of local economic development and growth. One of such organizations is the Agency for International Investment, with which FLGR initiated contacts and is in the process of concluding MOU for cooperation.

The US Resource Group left the discussion with a solid understanding of the major tasks for the next nine months, which are as follows: Finalize the Action Plans and implement the specific projects; assist the partner Bulgarian municipalities in the development of a municipal LED strategy and advise them how to solicit for community input through the establishment of an advisory board, assist the municipalities in further refining their community profile and self assessment, and provide follow-on training while completing technical exchanges in Bulgaria.

In September FLGR prepared a draft MOU for Collaboration and sent it to the Foreign Investment Agency for comments and review. A follow-up meeting will be scheduled to discuss specific interaction and collaboration mechanisms. FLGR is continuing its policy to seek and create national level support for the LED and marketing efforts of the BG Municipalities.

At the end of the quarter FLGR conducted its regular quarterly meeting with the group of Bulgarian LED professionals from the 14 cities. The results of the US resource group roundtable were presented and activities were discussed, outlined and prioritized for the next quarter.

III. Challenges/Remedial Actions Taken

There is a two-month delay in the implementation of the specific projects. The delay is due to several factors. The assignment of the respective US resource cities to assist the BG Partner with the specific project development and implementation took longer than anticipated due to summer vacations within the cities. That resulted in delaying the finalization of the Action Plans and exchange schedules. The forthcoming LG elections in Bulgaria (October- November 2003) may also cause postponement of the implementation of projects and a potential change in the senior leadership of the Bulgarian municipalities may require some remedial actions in the month of November. To overcome these challenges FLGR and ICMA will work with the respective BG and US cities to keep to the strict schedules of the final Action Plans, and to keep the municipalities with the newly elected leadership integrated in the program. The FLGR/ICMA team believes that through these actions we can minimize the negative effects and accomplish the program goals.

IV. Projected Activities

- A second revision of the Action Plans of the specific LED projects with the assistance of the US resource partner, FLGR and ICMA will take place at the beginning of next quarter via e-mail.
- US technical assistance visits to Bulgarian cities will begin in the next quarter.
- The bidding procedure for the elaboration of the Collaborative Marketing Website will be finalized and Website design completed;
- Follow on training for the Bulgarian ED Professionals will take place in conjunction with the implementation of the specific LED projects. These training sessions will also be demand and needs driven.
- FLGR will continue to collaborate with the national institutions to formalize mutual cooperation and implement activities agreed upon.
- ICMA will pursue a potential opportunity with the Virginia Economic Development Agency to focus its attention on Bulgaria and ultimately bring a group of US business people to explore potential in Bulgaria.

Partnership: Naryn, Kyrgyzstan & Great Falls, Montana

Start Date: April 2003

Program Manager: Daniela Kissova dkissova@icma.org

Focus Area: Water, Waste Water & Solid Waste

Funding Source: USAID/CAR

I. Introduction

The follow-on partnership between Naryn, Kyrgyzstan and Great Falls, Montana will build on the results of the initial partnership and will provide technical assistance and training in three technical areas: water quality; utility financial management; and solid waste collection and disposal to improve opportunities for economic development. During the initial phase of the partnership, the partners drafted three comprehensive master plans for water treatment and distribution, wastewater purification, and solid waste management. Naryn is now building a diversion dam at the water's source to dramatically increase the quality of potable water. Previously, Naryn lacked the appropriate equipment needed for solid waste collection and disposal. The US partner donated hauling equipment to introduce more efficient methods of waste disposal that will greatly reduce environmental and health hazards and will help extend the life of the landfill.

Great Falls is prepared to help Naryn design effective public meetings and outreach campaigns. The public meetings, akin to public hearings will afford citizens and other stakeholder groups the opportunity to gain information on and raise questions about proposed plans and activities. The meetings, in conjunction with the public awareness campaigns, will afford the city an opportunity to underscore the key issues of public health and sanitation while garnering public support for the proposed projects.

First exchange: Naryn, Great Falls, April 27- May 3, 2003

Second exchange: Great falls, July 21-26, 2003

The Action Plan defines the following objectives:

Water Management

Based on the water master plan created during Phase I, the partner cities will improve the quality and system of water distribution thus improving public health through increased access to potable water.

Waste Water Management

In accordance with the wastewater master plan developed during the initial phase, the partner cities will identify a site and design for a lagoon system to decrease environmental hazards from Naryn's wastewater.

Solid Waste

Based on recommendations from the solid waste master plan, the partner cities will improve collection efforts at solid waste disposal sites and streamline the process of waste transportation to the city's landfill.

II. Major Accomplishments This Period

A delegation from Naryn, Kyrgyzstan spent the week of July 21st in Great Falls to finalize the action plan initiated during the first exchange and begin discussions on next steps to be taken in each work area. The delegation included:

- Abduvali Aidaraliev – Mayor of Naryn
- Janai Dosmambekov, Director of Naryn's Water Works Department
- Kuban Omurzakov, Director of Naryn's Department of Solid Waste Management.

The trip was spent visiting Great Fall's Department of Water Management and reviewing its structure and operations. The Kyrgyz partners also toured the water purification plants of Great Falls and the city of Conrad – a small community with newly built water processing facility, as well as Conrad's system of wastewater settling ponds. The teams also visited Great Fall's landfill. The last two days of the trip were spent finalizing the partnership work plan and outlining next steps and milestones for upcoming exchanges.

Water Management

The quality of Naryn's water treatment and distribution system is below global standards. The master plan the two teams developed in Phase 1 of the partnership discusses the importance of strengthening current methods of water distribution by repairing leakages and breakages in the water system.

During this exchange the partners discussed specific steps to reduce losses in the Naryn water system and to increase collection of water tariffs, which would provide additional capital revenue for capital reinvestment. The teams discussed opportunities to collaborate with the chairpersons of Naryn's recently created condo organizations on methods of water tariff collection. The condo organizations' help will also be sought to identify apartments accessible for water system fixture repairs. Discussed was the importance of the cities' communication with their citizens and methods of raising awareness about water tariffs and its connection with the effectiveness of public service delivery. The work plan finalized during this exchange incorporates workshops and public outreach events that will inform citizens of costs associated with public utilities management and the importance of cost recovery.

In this reporting period ICMA also worked on planning a return exchange visit to Naryn in October by a US team. ICMA staff worked on developing an agenda for the trip and identifying US team members to participate.

Waste Water Management

Naryn's wastewater output drains directly into the river. Due to numerous leaks throughout the city's sewer pipes the diluted outgoing sludge does not pose a pressing environmental issue. However, as Naryn works to decrease leaks in the system, the concentration of outgoing solid waste in the river will rise. Under Phase I, the city of Great Falls helped Naryn draft a major solid waste capital plan, which suggests some capital improvements. While the city does not currently have the requisite funds for infrastructure investment, a lagoon system will be explored as an alternative method to alleviate prospective environmental hazards. During this exchange, the Naryn team visited the lagoon system of the city of Conrad, a 3000-member community that utilizes a system of settling ponds to purify sewer water.

Solid Waste Management

The majority of Naryn's residents dispose of their solid waste in open enclosures accessible to children, cattle, and dogs. In Phase I, as part of a solid waste master plan for Naryn, the Great Falls team suggested that its Kyrgyz partner reduce organic waste through composting. They purchased and donated a truck and waste containers, which started an unprecedented practice of hauling waste to a landfill outside the city rather than leaving it to decay outside apartment buildings and homes.

Naryn's most burning issues at present are to streamline its only partially automated system of waste collection and to improve conditions at its landfill. During this exchange the two teams discussed concrete steps to increase the efficiency of the equipment utilized for collection and disposal. They outlined actions to remove scavenging populations and cattle from the landfill as well as steps to use topsoil for covering the landfill to reduce current rates of fire outbreaks and leachate streams.

The Great Falls team has collected a sum to donate a solid waste disposal truck to the Naryn trip. The two teams discussed the need to identify the truck's specifications so a purchasing procedure can be put in place.

III. Challenges/Remedial Actions Taken

N/A

IV. Projected Activities

A third exchange will take place in Naryn from October 2-11. The exchange will focus on meetings with condo associations and developing a plan of action for increased water tariff collection and improved maintenance of water system fixtures, meeting with community stakeholders to discuss the importance of tariffs for the fiscal aspects of municipal services delivery, as well as delivering a seminar for Naryn's water department staff on water meter and pipe repairs.

Partnership: Tirana, Albania & Catawba County, North Carolina

Start Date: November 2001

Program Manager: Daniela Kissova dkissova@icma.org

Focus Area: Financial Management & Budget, Building Codes

Funding Source: USAID/Tirana

I. Introduction

The partnership between Tirana, Albania and Catawba County, North Carolina began in November 2001. A diagnostic performed by ICMA identified the most critical issues facing Tirana in the period of transition to local self-government. In the past ten years Tirana has experienced explosive population growth due to economic migration from the provinces. However, the city's neglected and decrepit public infrastructure cannot support the urban expansion. Moreover, the city struggles to free public spaces from illegal construction work by entrepreneurs and to protect the water and electrical supply systems from the encroachment of the squatter population. The Resource Cities technical partnership currently focuses on building codes enforcement, financial management and tax/fees collection, as well as solid waste management. In order to continue successfully in ending illegal construction of retail spaces and private homes, Tirana requires continued help in the institutionalization of building codes and codes enforcement. In addition, Tirana has requested help in municipal assets management in view of the current devolution of fixed assets from the national to the local government.

First exchange: Tirana, Albania, February 24-28, 2002

Second exchange: Catawba County, North Carolina, June 2-9, 2002

Third exchange: Tirana, Albania, October 11-18, 2002

Fourth exchange: Tirana, Albania, February 17-22, 2003

The work plan defines the following objectives:

Fee and Tariff Pricing for Municipal Service

- Revise the pricing system for services to increase city revenue. The revised system will enhance the quality of municipal services and enable the government to involve its citizens in the process of municipal decision-making

Municipal Assets Management

- Introduce a system that accurately evaluates Tirana's assets and that improves budget management

Privilege Licensing/Business Permitting

- Establish a system of registration and fee collection/business permitting commensurate with the size and period of operation for small and medium businesses

Building Permitting, Code Enforcement, and Fair and Transparent Construction Licensing

- Develop new code enforcement procedures to ensure public safety and reduce the current level of illegal construction

Solid Waste Collection and Disposal

- Improve the environment, public safety, and cost of service calculation by bettering the system of solid waste collection and disposal.

II. Major Accomplishments This Period

No visits occurred during this performance period. An exchange scheduled for September 1st in Catawba was cancelled due to Tirana's preparation for October Mayor Elections. However, the two teams continued exchanging information on technical issues via email. The Catawba team finalized a few deliverables and submitted them for a discussion to partnership manager Daniela Kissova.

Utility Tariffs

Tirana's current system of tariffs does not accurately reflect costs incurred by the municipality for the provision of public services. During the first three exchanges the Catawba team spent time studying the current system, identifying its weaknesses and proposing solutions. During trip 4 the US partner presented Tirana with a tool that helps set realistic utility rates and improves Tirana's public services financial management system. Due to delays associated with upcoming mayoral elections the Tirana team has not come up with a strategy to implement the new tool and to get community-wide buy-in for amendment of existing tariffs.

Municipal Assets Management

At its fourth visit to Tirana the US team spent time analyzing the sustainability of Albanian municipal enterprise and discussed methods of retention or divestiture of enterprises soon to be transferred by law from the central government to the city. The teams reviewed existing municipal enterprises that require restructuring and provided suggestions for performance enhancement through better management, personnel training and placement.

During the last reporting period, Catawba County finalized a tool for enterprises analysis using a municipal inventory list from Tirana. The tool provides recommendations to Tirana on how to make decisions about retaining or selling assets soon to be transferred from the national government. The Tirana Mayor's Management Unit spent time applying guidelines from the new analysis tool to 21 of its municipal enterprises. Some steps taken include:

- Design a questionnaire for capturing relevant enterprise data such as corporate structure, number of employees, product quality, marketing strategies, and relationship with Tirana municipality.
- With data from balance sheets and income statements Tirana is generating sustainability reports for all reviewed enterprises.
- With data on enterprises' size, location and relationship to the city urban development plan Tirana will generate "report cards" with strategies for further enterprise development.

Tirana's plan is to make some of the reviewed fixed assets self-sustainable through public-private partnerships such as space rental to businesses, and to realize increased

proceeds in the city budget by the program's end. Expected date for final transfer of assets from the government to the city is December 2003.

Business Privilege Licensing

After partnership trip 3 the US team gave Tirana a system for business fees calculation, a procedure for business title renewal and penalties payment, and a model database to collect information on existing small businesses – tools much needed by different city departments.

During this performance period the Catawba team finalized the following deliverables: 1) a philosophy to recover costs and encourage/discourage certain business activities, 2) criteria to approve and register permits, and 3) a mechanism to manage the private licensing process, and 4) a business registration form. While there was no partnership trip this period the Tirana team accomplished the following:

- Improved criteria for licensing of businesses, particularly in the sphere of entertainment and setting up requirements about space size and quality of services.
- Improved the business registration form designed in Catawba.
- Put in place an operations system for municipal business tax collection.
- Initiation of a business registration database for the exclusive use of Tirana's tax collection office.
- Inventory of tax evading illegal businesses that operate in the streets of Tirana.

Next steps for the Catawba team will be to help Tirana implement a new management information system that utilizes the newly created registration database and links it to the system of fees/costs calculation.

Building Codes Institution and Enforcement

During the last performance period the two partners initiated a dialogue between Tirana City and the Albanian Institute for Construction Technology Studies – an institution that oversees the city's building construction process. Previous communication had proven difficult. The purpose of the communication is to design a system for better coordination between the two institutions' building oversight and permitting authorities.

During this performance period the US team finished analyzing existing building codes and the city zoning enforcement system identifying loopholes that allow for present illegal construction. Barry Edwards, Catawba County Director of Public Works completed an assessment report on the status of building codes enforcement in Tirana and designed a process for legalization of illegal constructions. Next steps would be to complete a draft of a transparent process for construction permits issuance and a process for public safety code enforcement and reduced timeframe for registration and permitting. The final goal for the partnership's end is to rationalize the oversight authorities between the city and the National Institute.

Solid Waste Management

During this performance period the Catawba team provided feedback to Tirana on weaknesses in its process of contracting with the private sector in the area of street

cleaning. Recommendations include improvement of operational performance standards and use of collection equipment. Currently the US team is working on a draft model contract to be adopted by Tirana in the future. Barry Edwards, Catawba's solid waste technical expert is developing a methodology for safer waste disposal and improved collection. The goal for the next three trips is to implement the plan.

III. Challenges/Remedial Actions Taken

N/A

IV. Projected Activities

The fifth partnership exchange will take place the week of November 1, 2003.

CityLinks Program

Leader with Associate Cooperative Agreement

Cooperative Agreement No. GEW-A-00-03-0002

Project No. 730.001.01.C2C

Start Date: March 2003

I. Introduction

The United States Agency for International Development (USAID) awarded the International City/County Management Association (ICMA) the sum of \$999,829 to provide support over a five-year period for the CityLinks Program. Rapid urbanization poses tremendous challenges to meet the goals of sustainable economic and environmental growth. The global trend of decentralization affords local authorities greater responsibility and accountability to address critical development issues – health, environment, economic development, and fiscal policy. Despite the pace of rapid decentralization, local government officials are often ill prepared to assume and carry out greater responsibilities. The CityLinks Program will build on the lessons learned from the Resource Cities Program and will continue to harness the expertise and technical resources of U.S. municipal governments and local government officials. The Program provides an expanded menu of models to deliver appropriate, targeted, cost effective, and sustainable support to local governments, NGOs, and communities throughout the world to develop the technical and management skills needed to improve local government and public services.

II. Major Accomplishments This Period

- The ICMA is now developing a CityLinks logo and tagline. The logo is now in the final stages and should be completed by the next reporting period.
- The ICMA has drafted marketing materials to be used for the CityLinks Program. The materials will be refined and completed once the logo is finalized.
- On July 26th, Melissa Speed traveled to St. Louis, Missouri in July to attend and present on the CityLinks Program during the Sister Cities annual conference. Various cities and individuals expressed an interest in the program and their desire to participate.
- ICMA hired Sandi Lynne Turner to coordinate and develop all communication and outreach activities for the CityLinks Program. Ms. Turner in her most recent position served as the Public Information Officer for the Unified Government of Athens-Clark County, Georgia where she served as liaison to the public, media, public agencies, and civic organizations. In her position as Communications Specialist Ms. Turner attended ICMA's 89th annual conference held in Charlotte, North Carolina from September 21 – 24, 2003. While there she met with city managers and staff who participated in the Resource Cities Program and the Commissioner of the Bangalore Municipal Corporation who also attended the conference.
- Four officials from Sri Lanka attended the conference and toured cities in close proximity to Charlotte, North Carolina. While there, ICMA and the Sri Lankan delegation discussed opportunities for participation in the CityLinks Program.

III. Challenges/Remedial Actions Taken

N/A

IV. Projected Activities

- Jon Bormet, CityLinks Program Director will travel to Sri Lanka to meet with the Mission Director to discuss participation in the CityLinks Program.

For More Information about the CityLinks Program contact:

Jon Bormet, Director, CityLinks Program

jbormet@icma.org

Melissa Speed, Program Manager, CityLinks Program

mspeed@icma.org

Partnership: Medical Waste Management Project in Jordan

Start Date: May 2003

Project Manager: David George dgeorge@icma.org

Focus Area: Medical Waste

Funding Source: USAID/Jordan

I. Introduction

In May 2003, the USAID Mission to Jordan awarded the ICMA the Medical Waste Management Project in Jordan (Award Number 278-A-00-03-00224-00) in the amount of \$450,000. There is a pressing need to develop a sustainable medical waste management program that would serve the needs of the total waste stream in all of northern Jordan. In the northern region there are a total of 20 hospitals but only 8 hospitals have incinerators. The estimated current medical waste from northern region hospitals is approximately 2.3 tons/day. The Jordan University of Science and Technology (JUST) has one of the largest hospitals in the country, King Abdullah, and is the largest hospital in the northern region. The hospital runs one of the largest medical waste incinerators in the country. Therefore, it is important for JUST and King Abdullah hospital to contribute to a northern medical waste management plan by developing relationships with other hospitals and medical waste centers to dispose of their medical waste in a way that complies with the Ministry of Health (MOH) guidelines. While JUST has waste treatment facilities, it seeks to support facilities upgrading, operation, collection, and transportation components.

The objective of the peer-to-peer partnership is to improve the management of JUST's incinerator and the hospital's collection and disposal system. The long-term goal is to increase the amount of medical waste in northern Jordan that is disposed of in accordance with national regulations set by the MOH/MOE. It is the objective of this project to have JUST's disposal facilities play a key role in ensuring the safe disposal of medical waste in the northern region of Jordan. JUST will partner with East Carolina University (ECU), a constituent institution of the University of North Carolina and a public doctoral university and uniquely qualified to provide technical assistance in medical waste due to its medical waste disposal system that houses an incinerator.

Project Team:

Jordan University of Science & Technology (JUST): Dr. Fayez Abdulla, Dr. Hani Abu Qdais, Dr. Attala Rabi.

Ministry of Health (MOH): Dr. Suleiman Affash; Dr. Basheer Al-Qasir; Salah Mahmoud Mousa Alyari.

Ministry of Environment (MOE): Ahmad Thalji Salem AL Qatarneh; Dr. Yousef Shuraki.

East Carolina University (ECU): William R. Koch, M.S.E. (Team Leader); Daniel D. Sprau; David Lancaster; and, Mike Rowe.

International City/County Management (ICMA): David George (Program Manager); Olga Ngegba; Jon Bormet

II. Major Accomplishments This Period

The following activities were completed during this period:

First Exchange/Diagnostic

David George, program manager (ICMA) and David Lancaster, Facilities Manager (ECU), traveled to Jordan, July 27th through August 6th, 2003 to review and plan solutions for the medical waste management challenges faced by JUST and northern Jordan. The JUST project team, MOH, and MOE were all enthusiastic and committed to developing strategies that would result in safe and environmental friendly methods for transporting and disposing of medical waste, as well as improving how the waste is handled by healthcare workers and medical waste handlers.

Various members of the JUST project team and representatives from MOH, joined Mr. George and Mr. Lancaster in touring the King Abdullah University Hospital (KAUH), Al-Takhssey Hospital (Private), Princes Bassma Hospital, Al Bashir Hospital (Government), and Ramtha Hospital (Government). Except for the KAUH and the private Al-Takhssey, all the hospitals had similar problems that will be addressed through this project. These challenges are:

- Medical waste handlers did not wear sufficient protective clothing and accessories, such as, gloves, shoes or shoe covers, goggles, masks, etc. “Medical waste handlers” refers to staff that collect medical waste from the various hospital patient rooms and other areas.
- Private subcontractors hire medical waste handlers, but they do not provide appropriate protective training or vaccinations to their employees. National requirements for subcontractors should be considered.
- General lack of medical waste containers specifically designed for sharps. Medical staff was very creative in using other used containers that typically held some other item for their sharps container. They typically labeled it as medical waste, but not always.
- There is a general lack of signage that would provide instructions and/or directions for all who handle medical waste within rooms, laboratories, incinerator facility, etc.
- Medical waste trash containers were used inconsistently, thus cross-contaminating regular trash with medical waste. There is every reason to believe that contaminated waste ended in the conventional waste system to some degree due to improper handling and disposal.
- Storage of medical waste (prior to incineration) was often inadequate, leading to improperly stored bags, which were often punctured and leaking.
- Standards for medical waste containers and other materials and equipment should be developed to consistency between hospitals.

- Incinerators were often located in very urban areas contributing significantly to pollution in the surrounding neighborhoods.
- Incinerator operators do not wear the appropriate protective clothing. Standardization of appropriate clothing should be developed.
- Items are often placed into some incinerators by hand, which could be dangerous. There is a need for container that can be lifted into the hopper is obvious.
- Incinerator operators often times could not control the burn times due to incinerator capabilities.

Draft Work Plan

In an effort to address the challenges listed above the project team developed a draft work plan that:

- Describes and assesses the current medical waste management practices in northern Jordan hospitals, including KAUH.
- Enhances the efficiency and effectiveness of the medical waste management system at JUST.
- Enhances the management capacity of the medical waste management staff the northern region of Jordan.
- Determines composition and generation rates of medial waste created in northern Jordan hospitals,
- Determines feasibility and potential strategies for public-private partnerships pertaining to medical waste management for northern Jordan, and
- Review and provide recommendations for the development of a national regulatory framework for medical waste.

The detailed tasks that accompany these objectives were developed in Amman and have been sent to ECU for their concurrence. ECU has indicated their agreement with the draft work plan. The latest draft of activities is attached and will be finalized and agreed upon by all participants at the November exchange in North Carolina.

MOU Signing

The MOU was developed during this period and signed at a ceremony held in the President's Office at JUST. All the partners attended, as well as, the heads of the hospitals in the northern region of Jordan. The attendance was reflective of the importance to the medical waste challenge and the commitment on the part of the parties involved.

Developed Exchange Objectives (For all of the exchanges)

In an effort to ensure that each exchange is productive and useful to the partners, ICMA in collaboration with JUST and ECU developed the content and objectives of each exchange. The document is attached (Attached).

III. Challenges/Remedial Actions Taken

The ongoing conflicts in the Middle East and the events of September 11th, 2001 have affected the lengthened visa process, which caused the project to delay the initial first exchange by a couple of weeks. Currently, ECU remains very enthusiastic about the project and traveling to Jordan, so there have not been any serious concerns about traveling to Amman although that may change if world events take a turn for the worst.

Another issue is the need to change the country code with regard to the procurement of the medical waste collection and storage vehicles from the US to Jordan. Such a change would allow ICMA to save a significant amount of funds because there would not be any transportation costs if purchased in Jordan. The savings would allow ICMA to purchase the two new vehicles that are required by the contract. A request for a change in the country code has been sent to the CTO, Dr. Amal Hijazi.

IV. Projected Activities in the Next Quarter

The projected activities for the following period are as followings:

- Continue preparation for first exchange scheduled for November 29 – December 11, 2003.
- Conduct the first exchange to ECU in North Carolina.
- Conduct the survey of hospitals in the northern region of Jordan.
- Conduct activities to purchase vehicles for medical waste collection.
- Begin preparation for second exchange.

Partnership: Solid Waste Management Project in Bamako, Mali

Start Date: June 2003

Partnership Manager: David George dgeorge@icma.org

Focus Area: Solid Waste Management

Funding Source: USAID/Mali

I. Introduction

The capital city of Mali, Bamako, was selected by the USAID Mission for participation in the CityLinks program because of the growing concerns caused by the inability of the city to effectively manage and control the generation of solid waste. This CityLinks partnership is aimed at a) improving the solid waste management system and b) increasing public awareness and support of the improved management system and the general cleanliness of Bamako. A successful effort will result in tangible changes on a neighborhood level and a solid foundation to continue the building of a more effective solid waste management system in Bamako and beyond. This CityLinks effort will build upon past and ongoing projects and will offer management changes that can be duplicated to other neighborhoods and Communes in Mali.

II. Major Accomplishments This Period

Municipal Diagnostic Report----September 8-10, 2003

The Municipal Diagnostic evaluation, which informs the choice of the US counterpart city and experts, was conducted during this period through the CityLinks partner organization Sister Cities International, Inc. The report indicates the well known need for an improved solid waste management system and accompanying public education campaign to inform the community of improvements as well as changing behaviors that the system might require. More importantly the report reflects the need for the project to focus on the neighborhood level and show tangible results that citizens and government officials can see and feel. Additionally, the report concludes that the neighborhood-focused project should be used as a "learning laboratory" that allows Bamako and Mali stakeholders to focus attention upon key governance, public administration, accountability, and change management issues. Lastly, the report noted the importance of working with all key stakeholders, keeping in mind the existing projects and other efforts recently concluded or currently on the way. The extent to which the CityLinks project can build upon past and current efforts can only result in a most efficient use of allotted resources.

The following specific recommendations emerged from the Bamako CityLinks Diagnostic:

1) The CityLinks program should focus on the Commune/Neighborhood level. With this focus, there should also be a commitment to use the CityLinks program to bring "value added" improvements to the ongoing development of a comprehensive and viable Bamako Solid Waste Management System.

- 2) The CityLinks program emphasizes the implementation of a tangible project. This is especially relevant in Bamako, where achieving small successes will be critical to future success.
- 3) A tangible, neighborhood focused CityLinks project should be undertaken in partnership with the key stakeholders, and should be used as a "learning laboratory" to focus attention upon key governance, public administration, accountability, and change management issues that are prerequisites for improving the overall Bamako Solid Waste Management System.
- 4) The tangible, neighborhood focused CityLinks project may wish to build upon the success of Action Against Hunger's (ACF) project in Commune 1, and should consider ACF's proposed project for the Cross-Bordering Pond of Banconni between Commune 1 and 2.

Recruitment of Cities & Experts

Based on the now completed Diagnostic ICMA has begun the recruitment of cities interested in partnering with Bamako. Through the CityLink's network of partners, including the American Public Works Association and ICMA members, a notice expressing the need for solid waste management and public education expertise was sent electronically. We also contacted officials who had worked with ICMA in past and had expertise in the areas noted above. ICMA's choice of city and experts will be based on considerations noted in the Diagnostic, as well as, available qualified expertise, climate, land and population size, and French speaking/reading ability. Some combination of these attributes will be found in the chosen team, however, expertise and experience in the solid waste field is by far the most important.

ICMA is strongly considering a team of two experts who would provide technical skills in solid waste management and public education as the most appropriate partner given the work and activities that may be involved. Other technical resources from the chosen city will also be brought to bear as the project progresses. ICMA will make the appropriate city choice and experts during the 4th quarter of 2003.

III. Challenges/Remedial Actions Taken

Given Ramadan in Mali and the Christmas season in the US, finding appropriate dates for the first visit of the experts out to Mali will be increasingly difficult, however we will still target late November to early December for the period of travel.

IV. Projected Activities

During the next quarter, the choice of the US partner and the action plan will be completed. The action plan is the project roadmap containing detailed objectives and tasks in a specified timeframe. It will specifically delineate roles and responsibilities of all the project stakeholders. This will be developed in an open planning process, which will be conducted on the first trip of the US city.

Partnership: Sustainable Community Development for Cities in Thailand & Replication of Best Practices Developed in Rayong

Start Date:

Partnership Manager: Melissa Speed mspeed@icma.org

Focus Areas:

Funding Source: USAID/Cambodia

I. Introduction

Sustainable Community Development for Cities in Thailand

The partnership between Portland, Oregon and the cities of Chiang Mai, Khon Kaen, and Phuket, Thailand grew from the need to foster and improve environmental management. The Thai municipalities have struggled with urban growth and the challenges of such growth on the environment and in health related matters. The partnership will assist the Thai cities with specific redevelopment projects and improved environmental management through sound financial management. Throughout the partnership, the cities will work to increase citizen outreach and participation. The partnership will encourage the Thai cities to collaborate and address common issues.

The key objectives of the partnership are:

- Assess the adequacy of five year plans;
- Develop financial implementation plans to accompany the five year plans;
- Identify and execute public outreach processes;
- Prioritize and implement a schedule for plan components.

Replication of Best Practices Developed in Rayong

The cities of Rayong, Thailand and Portland, Oregon worked together over a period of two years in the areas of financial management and restoration of the Khod Por River Basin. Through the Resource Cities Program, the City of Rayong developed a financial planning and forecasting tool, a public outreach and involvement process, and a cook book for economic and community development. In the second iteration of the partnership, Rayong will assist other municipalities to replicate and disseminate the achieved financial best practices.

The key objectives of the partnership are:

- Improve municipal management by sharing and adapting the systems developed in Rayong;
- Transform five-year plans into feasible operational plans that result in community and economic improvements.

First exchange: Chiang Mai, Khon Kaen, and Phuket, Thailand; June 23 – 27, 2003

Second Exchange: Portland, Oregon; September 8 – 12, 2003

II. Major Accomplishments This Period

During the second exchange, three member delegations traveled from the cities of Chiang Mai, Khon Kaen, and Phuket. While in Portland, the officials discussed waste minimization efforts as developed in Portland, economic and financial tools, public outreach and participation, and the implementation of utility rates. The city of Portland asked that the three cities develop action plans that included different models of citizen participation and the need to review and develop rates models relevant to the specific needs of the city.

III. Challenges/Remedial Actions Taken

N/A

IV. Projected Activities

The next exchange will take place in early or mid-December and Portland will review progress made in project planning and implementation, observe public meetings to be held during the exchange, and revise or refine the Action Plan as necessary.